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ABSTRACT

Data were collected from 176 college students in a study of the effects of corporate advocacy advertising in crisis situations. The subjects read one of two sets of oil company advertisements, one set using a low advocacy and the other set using a high advocacy approach to explain company activities in relation to current events and social issues. After reading the advertisements, the subjects responded to questions and rating scales on the company's social responsibility, the subjects' supportive behavior toward the company, and the effectiveness of the advertisements. The subjects also completed questionnaires on their perceptions of a gasoline crisis, their awareness of advertising by oil companies, and their dependence on the use of gasoline. The relationship between crisis perception and gasoline dependency was significant, but there was no significant relationship between crisis perception and awareness of advertising. There appeared to be no positive or negative effects of corporate advocacy advertising on either ratings of social responsibility or potential supportive behavior. However, persons perceiving direct or indirect threats in the advertisements were less likely to be supportive of a company they believed to be contributing in some way to a problem. Thus, advertisements high in advocacy appeal were seen as being capable of weakening an organization's position with the public. (RL)

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Public Relations Division

THE EFFECTS OF ADVOCACY ADVERTISING AND SITUATIONAL
CRISIS ON PERCEPTIONS OF SOCIAL RESPONSIBILITY, POTENTIAL
SUPPORTIVE BEHAVIOR AND ATTITUDES TOWARD ADVERTISEMENTS

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Introduction

Recently corporations have been making changes in the area of external communications in response to pressures from the public and from government. Specifically, corporations are dealing with the question of social responsibility and are often using advocacy advertising to improve their corporate image in the face of declining public opinion about business. Mobil Oil in particular has been highly visible in its outspoken advertising. Recently, ABC Television network has decided to accept issue advertising, although only during low viewership time periods. (Los Angeles Times, 1981)

Current research on corporate image has shown that corporations generally prefer a low profile, but often a high profile is necessary and unavoidable due to demands for increased explanations of their activities (Marton and Boddewyn, 1978).

Corporate social responsibility is becoming an important aspect of a company's image. Research on corporate social responsibility messages found that a "good citizen" message produced more favorable ratings than a "profit" or "leader" message (Reeves and Ferguson-DeThorne, 1980). Another investigation suggested that companies which rated high on social responsibility were both more liberal in their views and better economic performers than the companies rated low on social responsibility (Sturdivant and Ginter, 1977).

This new emphasis on social responsibility is expanding the role of corporate public relations in dealing with issues, with it becoming increasingly a management position (Wright, 1976; Skinner and Shanklin, 1979). As corporations are realizing the need to demonstrate their concern for social issues in order to boost their public image, they are using the more aggressive and often controversial approach of advocacy advertising.

The present study looked at the effects of advocacy advertising, alone, and in conjunction with a perceived crisis situation, on attitudes toward corporate social responsibility, potential supportive behavior, and attitudes toward the advertisements. To establish the existence of a crisis situation, the relationship between individual situational variables and the perception of crisis was examined.

Past research on advocacy advertising has concentrated on establishing a definition and investigating current and future trends (IAA, 1977; Sethi, 1977a, 1977b, 1978, 1979a, 1979b). There has not been any empirical research conducted that measured the effects of advocacy advertising on corporate image, although Mobil Oil Corporation attests to its effectiveness (Schmertz, 1979; and Stroetzel, 1980). Definitions of this type of advertising have been proposed by Sethi (1978) and the International Advertising Association (IAA) (1977).

The IAA surveyed 30 of its chapters in 24 countries. Included in the findings was the belief that using an aggressive advertising approach during a crisis would be effective in recruiting those in the "possible supporters" group. However, it was also suggested that credibility suffers when an advocacy advertising campaign arises as the result of a crisis.

Sethi's research on advocacy advertising has proposed a classification system (1977a, 1977b) and has provided a definition of this type of advertising:

It is advertising concerned with the propagation of ideas and elucidation of controversial social issues of public importance in a manner that supports the position and interests of the sponsor while expressly denying the accuracy of facts and downgrading the sponsor's opponents. The managerial context of advocacy advertising is that of defending the corporations's activities and modus operandi. The behavioral and social context of advocacy advertising is that of changing public attitudes toward a corporation's actions and performance from skepticism and hostility to trust. (Sethi, 1978, p. 56)

Sethi believes that the misuse of advocacy advertising will result in increased public hostility toward business and more government regulations and restrictions. To improve on the effectiveness of advocacy advertising Sethi (1979a, 1979b) proposes a schema for distinguishing between institutional, image advertising and idea/issue advertising (advocacy). This schema was used in the present study to develop a scale for rating advertisements on advocacy.

Communication during a crisis has been studied as an internal organizational situation, with Hermann (1963) providing a basic definition:

An organizational crisis (1) threatens the high priority values of an organization, (2) presents a restricted amount of time in which a response can be made, and (3) is unexpected or unanticipated by the organization. (Hermann, 1963, p. 64)

Robinson (1972) reviewed the literature on the concepts and theories of crisis and Milburn (1972) developed sets of research questions, hypotheses and decision rules related to organizational crisis. Other research on crisis has investigated an organization's susceptibility to crisis (Smart, Thompson and Vertinsky, 1978), the relationship between crisis and decision-making (Smart and Vertinsky, 1977), crisis training programs (Spain, 1978), the relationships between crisis and cognitive abilities (Holsti, 1978), leadership behavior in crisis and non-crisis situations (Mulder, Ritsema and deJong, 1971), and the similarities between individual crisis theory and organizational crisis (Mandell and Zacker, 1977).

The most notable difference between past research and the present study is in the definition of crisis. The concept of crisis, based on Hermann's (1963) definition, is presented as a situational variable in this study. Crisis is moved from the organization to the individual, who may or may not perceive a crisis, depending on the extent of involvement in the situation. In a similar way, Grunig (1977) developed a situational explanation of environmental communications, and found a positive relationship between involvement and information seeking and informa-

tion processing (Grunig, 1977; Grunig & Disbrow, 1977).

Hypotheses

Based on the previous research, several hypotheses were constructed to test the effects of advocacy and crisis. The specific circumstances of the crisis studied were gasoline dependency and the perception of gasoline costs and shortages as a crisis situation. It was expected that crisis perception would be positively related to gasoline dependency and to awareness of advertising by oil companies, since high crisis perceivers should show more involvement, and gasoline dependency and awareness of advertising are probable indications of this involvement.

High advocacy was expected to have negative consequences for the advertiser. It was predicted that an oil company using high advocacy advertisements would be rated lower on social responsibility and potential supportive behavior than an oil company using low advocacy advertisements. Furthermore, the possible interaction of crisis and advocacy was investigated, with the negative effect of advocacy hypothesized to be further aggravated by the perception of crisis. High crisis perceivers who read high advocacy advertisements were predicted to rate the company lower on social responsibility and potential supportive behavior than the other three groups (high crisis--low advocacy; low crisis--high advocacy; and low crisis--low advocacy).

Method

Data were collected using both a survey instrument and an experiment for all subjects. The survey section of the study was used to obtain information about subjects relative to gasoline dependency, crisis perception, and awareness of advertising. The experimental section of the study tested the effects of advocacy advertising on social responsibility ratings of the company and supportive behavior toward the company as well as the interaction effect of advocacy and crisis on each of the two measures. Additionally, subjects were asked to evaluate the advertisements on a 20-item semantic differential scale suggested by Click & Baird (1974).

Subjects were students enrolled in a large urban university considered a commuter school, with students coming various distances from surrounding cities. A large portion of the student population works full-time and the university attracts a wide range of age groups. A sample size of 88 subjects in each advocacy condition was used ($n = 176$).

Each subject received a questionnaire booklet and a folder containing four advertisements, with both written and verbal instructions from the experimenter on how to proceed. Subjects were randomly assigned to one of two conditions--high or low advocacy. All possible orders of the advertisements were used to minimize order effects.

Gas dependency was measured with items about amount of commuting to work, amount of commuting to school, number of cars, total yearly miles, increased driving, and several on automobile dependency. Crisis perception was measured with items about anticipation (expectedness) of gasoline shortages and price increases, whether shortages and price increases threatened their values, and the extent of their involvement. A direct question about crisis perception was also included. Awareness of advertising by oil companies was measured by a direct question and items about recall of advertisers' names and advertisement content. A single score for gas dependency, for crisis perception, and for awareness of advertising was created by converting raw scores to z-scores and summing. Demographic characteristics were also measured.

Each subject then read one of two sets of oil company advertisements. One set of advertisements used a low advocacy approach, the other a high advocacy approach. After reading the four advertisements subjects rated the company on social responsibility and supportive behavior. Social responsibility was measured by ratings on ten statements describing various corporate social responsibility activities. Supportive behavior was measured by ratings on ten statements that described various supportive behaviors toward the company. Both indexes were adapted from a study by Yankelovich, Skelly, and White (1979). The advertisements were then evaluated by subjects on a five-dimension, 20-item semantic differential scale. The five dimensions were evaluative, potency, activity, stylistic, and ethical.

The level of advocacy contained in the advertisements was operationally defined by ratings of the text of the experimental advertisements. Ratings were obtained prior to conducting the experiment. Descriptions of each type of message used for the pre-experiment advertisement ratings were adapted from Sethi's research (1979b). Each advertisement set consisted of four black and white print advertisements and was presented as representative of the company's advertising policy. (See Appendix.) The text of the advertisements was adapted from actual oil company advertisements that had been identified as advocacy or non-advocacy by Sethi (1979b), or from actual advertisements that could be identified as advocacy or non-advocacy as determined by Sethi's criteria. Phillips Petroleum Company (Phillips 66) was used as the advertiser in the experimental advertisements. This company was chosen for the following reasons: (1) It is a real company and would be perceived as such by subjects; and (2) It does not advertise or sell products in the geographic region where the experiment was conducted and thus subjects would be more likely to have neutral feelings toward the company itself.

The low advocacy advertisement set included two messages of goodwill, one of name identification and one of activity identification. The high advocacy advertisement set included one message of corporate activities as preferred solutions, two of specific viewpoints on societal problems, and one of a two-sided but biased argument. The two sets of advertisements for each condition were matched in appearance, the only differences being in the texts.

Results

Table 1 presents the correlation coefficients for the relationships between crisis perception and gasoline dependency and crisis perception and awareness of advertising. The relationship between crisis perception and gasoline dependency was significant,

Table 1 about here.

thus confirming the first hypothesis. However, there was no significant relationship between crisis perception and the computed awareness of advertising variable. The second hypothesis was not confirmed.

To test the hypotheses suggesting relationships among the two independent variables, crisis perception and advocacy condition, and the dependent variables, attitudes toward social responsibility and potential supportive behavior, multiple regression analysis was used. Table 2 presents regression beta weights and significance levels for main effects of advocacy on attitudes toward

Table 2 about here.

social responsibility and potential supportive behavior. Also presented are the mean scores for each advocacy condition. Although mean scores *per se* are not used in regression analysis, these data may help clarify the relationships and therefore will be presented throughout this paper. As shown in Table 2, advocacy did not have a main effect on either attitudes toward social responsibility or potential supportive behavior. Thus, the hypothesis was rejected that high advocacy would negatively affect social responsibility attitudes or potential supportive behavior.

Although not called for in the hypotheses, a test was conducted to determine the relationship of crisis perception and ratings of social responsibility and on potential supportive behavior. As shown in Table 3, crisis perception did not have a significant relationship to ratings of social responsibility (beta = -.111, n.s.).

Table 3 about here.

However, there was a significant effect of crisis perception on potential supportive behavior (beta = -.162, $p < .05$). In gen-

eral, persons tending to perceive that there is a national energy problem were less likely to report they would take action to support an oil company. Means presented in Table 3 are based upon median group splits and were not used directly in the analysis.

Tables 4 and 5 show the interaction effects of crisis perception and advocacy condition on ratings of social responsibility and potential supportive behavior. There was no significant interaction effect between advocacy and crisis with respect to ratings of social responsibility ($\beta = .090$, n.s.). However, there

Tables 4 and 5 about here.

was a significant interaction effect between crisis perception and advocacy with respect to potential supportive behavior ($\beta = .158$, $p < .05$). As shown in Table 5, the mean score for the high-crisis, high-advocacy group was 26.97 while the other groups were all above 29. Advocacy, then, had an impact upon subjects' attitudes toward the company but only in conjunction with their perceptions that there is an energy crisis. Those subjects least likely to support the company were those believing significant energy shortages exist and who were exposed to messages which advocated strong positions.

Finally, subjects were asked to evaluate the set of advertisements given them. Five dimensions were used in a 20-item semantic differential scale: evaluative; potency; activity; stylistic; and ethical. (See Table 6.) Subjects exposed to the high advocacy advertisements rated those messages as more potent ($\beta = -.358$, $p < .001$) and as more active ($\beta = -.289$, $p < .001$).

Table 6 about here.

There was also a tendency for those subjects exposed to high advocacy advertisements to rate them as somewhat less ethical ($\beta = .126$, $p < .10$). Significant interactions between crisis perception and advocacy condition were found in both evaluative and stylistic dimensions. The high-advocacy, high-crisis group saw the advertisements as generally less valuable ($\beta = -.140$, $p < .05$) as well as poorer stylistically ($\beta = -.157$, $p < .05$).

Discussion

This paper has presented several interesting results. First, there is evidence to suggest that individuals most dependent upon an organization, in this case those who most need gasoline for transportation, are most likely to perceive a crisis to exist when the source of that dependency is threatened, although they may be

no more aware of messages from the organization than are others less threatened. Second, there appears to be no positive or negative effect of corporate advocacy advertising on either ratings of social responsibility or of potential supportive behavior. However, persons perceiving direct or indirect threats were less likely to be supportive of a company they believe to be contributing in some way to a problem.

Of particular interest, though, is the interaction effect between crisis perception and advocacy. A public which sees itself as being in a threatened position and which is exposed to strongly worded messages by an organization involved in the threat is least likely to help the organization get its message across to others. The implication is clear that advertisements high in advocacy appeal can result in weakening an organization's position with its publics.

Further evidence is available in the semantic differential evaluations of the advertisements. The advocacy advertisements were viewed by subjects as being very strong, particularly on the potency dimension, on which the two groups differed most. Perhaps an industry under attack by many as too powerful should be cautious in furthering that image. Interestingly, the high-crisis group viewed the advertisements, regardless of level of advocacy, as somewhat less ethical than did the low-crisis group, although this finding was weak. Significant interactions between crisis and advocacy were seen in the general evaluative and stylistic dimensions, with the high-crisis, high-advocacy group giving the lowest ratings to the advertisements. Essentially, this group found such messages less pleasant than did other groups.

Is the implication of this research that corporations should return to the traditional low-profile approach to public relations? No. What it does mean, however, is that corporations should carefully construct messages aimed at threatened publics. And, they should do so in a manner which does not erect further barriers to mutual understanding.

Table 1

Correlation Coefficients and Significance Levels for Crisis Perception with Gasoline Dependency and Awareness of Advertising

Crisis Perception with:	r	significance
Gasoline dependency	.191	p<.01
Awareness of Advertising	-.017	ns

Table 2

Mean Scores*, Beta Weights and Significance Levels for the Two Advocacy Groups on Social Responsibility and Potential Supportive Behavior.

	High Advocacy	Low Advocacy	Beta	Significance
Social Responsibility Ratings	37.8	38.5	-.048	ns
Potential Supportive Behavior Ratings	29.1	29.9	-.038	ns

* Means are reported although multiple regression analysis was used.

Table 3

Mean Scores*, Beta Weights and Significance Levels for the Two Crisis Groups on Social Responsibility and Potential Supportive Behavior.

	High Crisis Perception	Low Crisis Perception	Beta	Significance
Social Responsibility Ratings	36.65	38.98	-.111	ns
Potential Supportive Behavior Ratings	28.86	30.04	-.162	p<.05

* Means shown above are based on a median split.

Table 4

Interaction Effects of Crisis and Advocacy on
Ratings of Social Responsibility.

		Crisis Perception	
		High	Low
Advocacy Condition	High	38.22	38.67
	Low	35.05	39.27

Beta = .090 (ns)

Note: The higher the ratings the more responsible the subject
rated the company.

Table 5

Interaction Effects of Crisis and Advocacy
on Potential Supportive Behavior.

		Crisis Perception	
		High	Low
Advocacy Condition	High	26.97	30.92
	Low	30.71	29.13

Beta = .158, $p < .05$

Note: The higher the rating the more likely
the subject would support the company.

Table 6

Mean Scores*, Beta Weights and Significance Levels for Semantic Differential Ratings by Advocacy Condition and Crisis Perception.

Dimension	Advocacy Condition	Crisis Perception Low	Crisis Perception High	Crisis Effect	Beta Weights Advocacy Effect	Beta Weights Interaction
Evaluative						
pleasant/unpleasant	(High)	14.12	15.65			
valuable/worthless				.075	.002	-.140**
important/unimportant	(Low)	14.83	14.73			
interesting/uninteresting						
Potency						
bold/timid	(High)	9.58	9.60			
powerful/weak				-.019	-.358****	-.041
loud/soft	(Low)	12.15	11.95			
Activity						
tense/relaxed	(High)	9.23	9.52			
active/passive				.010	-.289****	.079
modern/old-fashioned	(Low)	11.09	10.76			
Stylistic						
exciting/dull	(High)	18.48	20.22			
fresh/stale				.062	.062	-.157**
easy/difficult	(Low)	18.89	18.51			
neat/messy						
colorful/colorless						
Ethical						
fair/unfair	(High)	20.71	23.38			
truthful/untruthful				.126**	.099	.123
accurate/inaccurate	(Low)	20.54	21.02			
unbiased/biased						
responsible/irresponsible						

* Means are reported although multiple regression analysis was used.

** $p < .10$

*** $p < .05$

**** $p < .001$

Note: The lower the rating score, the more positive, potent, active, stylistic and ethical.

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Ten timely truisms

Our dictionary defines a truism as "a statement that almost everybody knows is true."

Want to find out if you go along with "almost everybody"? Try these truisms on for size.

Truism 1 holds that the more money invested in our business, the more oil and gas we can find, produce, process and sell.

Truism 2 says the opposite is true, too, i.e., less money invested means less oil and gas.

Truism 3 makes the obvious point (because it's a truism, naturally) that money is thus a raw material we need a lot of to keep functioning. It has been estimated that the domestic energy industry still needs \$800 billion in new capital over the next decade.

Truism 4 says that may be so, but the petroleum industry isn't laying its hands on anywhere near that amount of money. This threatens energy malnutrition a few years from now that could show up in the form of gasoline lines, cold homes and unemployment resulting from factory shutdowns.

Truism 5 notes that to stave off energy malnutrition, we must get more capital from (1) profits plowed back into our business, (2) borrowing and (3) selling stock to the public.

Truism 6 is that if anything, then, depends on profits. If your company doesn't earn a profit, you have nothing to plow back into the

business. Lenders won't lend to you. Investors won't buy your stock.

Truism 7 concludes that profit formation is the key to capital formation - a favorite topic these days of editorial writers, economists and other pundits.

Truism 8 reminds us that public opinion polls, giving the lie to all the processing truisms, show that most Americans are suspicious of profits and believe they are too high. Too high? Worldwide, Phillips makes only a penny and a half on every gallon of petroleum products we sell.

Truism 9 warns that people who snipe at profits are unwittingly taking potshots at their own jobs, their own savings, their own government's tax revenues and their own standard of living.

Truism 10 is that what's true about the petroleum industry applies equally to other industries.

What's the upshot of our 10 truisms? Since a truism is something almost everybody knows, maybe it's that we ought to spread the word to folks who haven't got the message yet. Like some members of Congress.

And let's all try to keep an open mind about profits. As Judge Learned Hand once said: "The mutual confidence on which all else depends can be maintained only by an open mind and a brave reliance upon free discussion."



Some want to keep our land unspoiled, some want to explore it.

Here's the story. Both sides.

One side says we should completely preserve our public lands and the other says we should explore them for their natural resources. Look at the facts: Public lands supply only 10 percent of our energy but contain vast amounts of energy resources.

Some say we should pass legislation to protect the land. But doesn't it make sense to explore and evaluate our public lands for resource potential before we lock them up forever?

In these times of scarcity our need for energy is just as pressing as our desire for land. We believe energy exploration can be balanced with environmental protection. Increased domestic oil production is in everyone's interest.



"There are no easy answers"

"An oil field in harmony with a forest environment?"

The beautiful Wasatch National Forest in Utah, with its towering mountains and dense forests, became a protected National Forest, a wilderness escape for thousands.

Then we discovered a vast oil deposit beneath the forest. A reservoir of precious energy for a nation running short of it. The potential risks to the environment were undeniable. Not just for the destruction of a recreation area. But for the further erosion of our vanishing wilderness heritage.

When we came we did a lot of talking before we sank a single hole. We talked to the Forest Service.

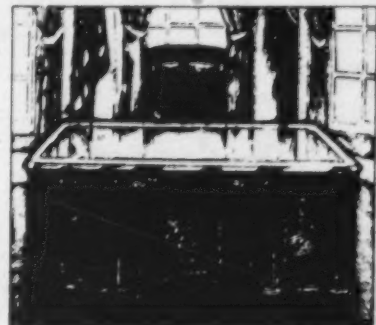
Today, our oil field in the Wasatch National Forest coexists with the environment. Pipelines are buried and tracks are grazed over. A system of unseen detection devices, warning systems and overflow controls protects the forest from oil leaks.

We believe that solving the problem of balancing energy needs with environmental concerns can be accomplished with activities such as these.

An oil field in harmony with a forest environment. Developed by the same people who make fine products for your cars.

The people who make Phillips Petroleum. Surprised?

The Performance Company



Mr. President, stop pointing that accusing finger at the oil industry!

Phillips' capital and exploration expenditures far exceeded profits every year since 1966 and we believe this holds true for the entire oil industry. The bulk of these expenditures were made to find, produce and transport oil and gas; to refine oil and petrochemicals and market them to the consumer; and to develop alternative sources of energy. In our view this is the best approach to solving America's energy needs. So please, Mr. President, stop fostering a climate of suspicion among Americans.



We know our job. We've been doing it for over 100 years.

Celebrate!

It's our party but you get the presents.

The happy occasion? "Masterpiece Theatre's" 10th anniversary season, beginning Sunday, Sept. 26. The presents? Some special treats, everyone's a masterpiece in its own right.

From Dostoevsky's *Crime and Punishment* to Zola's *Therese Raquin*. From World War I, and the real-life story of Vera Britain - battlefield nurse, pacifist, feminist, journalist - to World War II, and an authentic adventure series about a bomb squad.

In a lighter vein, enjoy an exquisite satire and deft comedy of manners, Jane Austen's masterpiece, *Pride and Prejudice*.

The season coming up is a fit celebration for a decade of memorable roles. *The First Churchills*. Tom Brown's *Scholarships* and Elizabeth A. *Peter Venetian* mysteries, naturally, and *Heterosexual Woman*. Who could forget *The Duchess of Duke Street*, *Madame Bovary*, *The Sin Wave of Henry VIII*, and *I, Claudius*? Or the week after week surprises of *Upstairs, Downstairs*?

And of course your host, *Astair Cook*. Emmy award winner for outstanding program, individual achievement. His was just one of the 26 Emmys - and a host of other awards - won over the years by "Masterpiece Theatre" programs and people. This season we intend to continue the tradition of excellence.

Leading off is that Dostoevsky classic, *Crime and Punishment*. It's a work of literary genius, of course, but also a blueprint for generations of cat-and-mouse detective stories.

Shifting back to England at the dawn of the 19th century with *Pride and Prejudice*, you'll enter a society obsessed with money and social status. The heroine, Elizabeth Bennet, quietly rebels against the conventions of the marriage mart, the absurd fate pushed on her and her four sisters by their mother's outrageous matchmaking.

Another emancipated woman follows in *Tess of the D'Urbervilles*. Five weeks condense the extraordinary life of Vera Britain, "provincial debutante", Oxford student, and nurse in a war that claimed her fiancé, brother and friends.

The Second World War is the backdrop for the next installment of a series, *Danger UXB*. The adventures, and equally explosive love interests, of the 97 Bomb Disposal Company are all the more amazing for their authenticity.

Deadly drives of a different sort fill another upcoming "Masterpiece Theatre" production, *Reveries*. *Reveries* tells the story of a dark tale of adultery and murder - a true masterpiece of literature and a television drama of the first order.

Indeed, you'll find all of this gala season on PBS truly something to celebrate. Check local listings for broadcast schedules.



After 82 years Phillips is still working for energy for tomorrow.

**We believe in
our system.**

In an industry that relies on trust, Phillips is a dedicated company that has always stood for reliability and dependability. It is something we are proud of, considering the competition in our industry and the many challenges of the past 82 years.

Through all those years we've maintained an unbroken record of profitability and of continuous service to our customers. To our employees and customers, our name means continued advances in energy technology.

As a leader in our field we see a clear responsibility to provide support for new ideas. As we approach the next decade we look forward to the new challenges of our industry.



"Phillips is working for energy for tomorrow"

"How we get energy out of coal without taking the coal out of the ground."

A lot of coal in America - millions of tons, in fact - is too deep or too stressed to be mined by any conventional techniques, says Phillips Engineer Dan Jarvi.

At Phillips, we're working with the Department of Energy on a way to extract the energy from that coal without mining it. We drill an injection well to get low to the coal, we heat it, we react which causes it to produce gas. That's why it's called underground coal gasification.

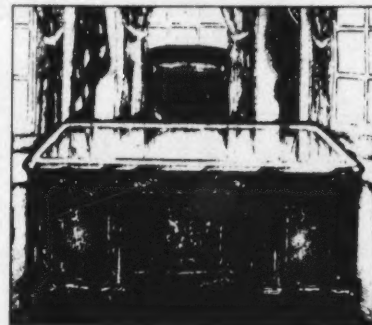
We had a test run here in Rawlins, Wyoming, late in 1979 and we're setting up another one. Our hope is that by 1980 industry will be able to use this kind of synthetic gas,

which of course will make us less dependent on expensive imported crude oil as an energy source. Someday we may use gas from coal the way we now use natural gas.

At Phillips, our first priority is to get all the oil and natural gas we can out of resources right here in America. But we're working on a lot of other good ideas, too. Underground coal gasification is one of them, and we're working with geothermal, hydro, solar, wind, geothermal energy, and other alternative energy sources.

Overall, you might say that the business we're in is the business of energy for tomorrow.

The Performance Company



Before you vote for someone to sit here, find out where he stands.

Everyone should have the opportunity to learn where the candidates stand on the important issues facing the nation. You have this opportunity through the presidential debates that will be broadcast live tonight. The men who seek America's highest office come before us to debate the issues. The candidates may well afford us our most revealing glimpses to date of who they really are and how they think. Everyone should take advantage of this unique event.

